

## PROGRAM NARRATIVE -

### PROGRAM DESIGN

#### NEEDS AND SERVICE ACTIVITIES

##### ***Compelling Community Need***

The California Conservation Corps (CCC) is requesting \$1,552,000 to fund 81 full-time (1,700 hour) and 32 part-time (900 hour) AmeriCorps member positions

This program targets two specific community needs:

1. Low Income Communities: Energy efficiency measures will assist elderly, disabled, and other low income individuals and families impacted by job losses, mortgage increases, lack of available financing options, fixed incomes without cost-of-living increases, and other hardships.
2. Public lands: Rural and urban/rural interface areas need environmental restoration work due to deterioration of habitat, drought, and human impacts.

The CCC and Local Conservation Corps used an analysis of statewide and local impacts associated with the current economic crisis to target the needs identified above. This analysis examined the following issues:

- Federal, state and local government agencies and Community-Based Organizations (CBOs) have large budget shortfalls and a backlog of urgent environmental conservation projects, including those which directly benefit the public (e.g., fuel load reduction and trail restoration).
- Low income households have decreased financial resources to pay for necessities. The energy efficiency elements of this program will decrease utility costs while providing conservation awareness.
- California's unemployment rate was 10.5 percent in February 2009, increasing to 11.0 in April (8.1 percent increasing to 8.9 percent for the U.S during the same months). In targeted counties, unemployment rates ranged from 8.8 percent to 24.5 percent in February, and 9.1 to 26.9 percent in April. Specific Young adults at-risk of chronic unemployment are experiencing a higher-than-average rate of unemployment. Approximately 87percent of new CCC corpsmembers are unemployed at time of hire; 4percent are homeless. This program will help alleviate the growing pool of unemployed workers in impacted areas.

In response to these serious problems, this program will provide AmeriCorps opportunities that change lives for disconnected young adults, helping them acquire the education, job training, career-building, and communication assets needed to help them reach their full

potential in life while also serving their communities—keeping them out of the gang culture and/or preventing them from being a burden on already over-stretched state and local resources. Youth corps are a research-based proven strategy for improving employment and earnings for youth, with particularly striking positive outcomes for young African-American men. A Hewlett Foundation study recommended that youth corps programs be expanded to serve more participants, especially minority youth. This program will expand opportunities for disadvantaged youth to engage in service to their local communities.

This CCC and Local Conservation Corps partnership developed a strategy to engage disadvantaged young adults, individuals sometimes identified as service recipients, as active participants in addressing these identified community needs. Each local CCC Center and Local Corps conducted an analysis of the need in their local communities, their Center's/organization's capacity to meet that need, and the capacity and readiness of potential local partners. Seven locations were identified and included in this program.

These specific communities and associated needs include the following:

- Sonoma County: local natural resource agencies have unmet environmental needs for which the responsible agencies remedies have been delayed due to the current economic climate. These needs include invasive vegetation management, erosion control, planting/mulching, maintenance of recently restored habitat, and channel/ditch/drain maintenance.
- San Jose Region: local natural resource agencies have unmet environmental needs such as fuel load reduction, flood mitigation, vegetation management, and habitat maintenance and restoration. The area of east San Jose has many low income residents living below the poverty level that need home weatherization services to lower their energy usage and associated high costs.
- Watsonville/Salinas/San Jose and surrounding communities: low income families in the Counties of Santa Clara, Monterey, Santa Cruz, and San Benito in cities such as Watsonville and Salinas need home weatherization services.
- Los Angeles: low income families within the City of Los Angeles need home weatherization services.
- San Gabriel Valley: Public lands in the eastern portion of Los Angeles County such as those in the Angeles National Forest have environmental conservation needs, including trail maintenance and habitat destruction, that have been delayed due to the current economic crisis.
- Inland Empire: natural resource land management agencies such as the National Parks Service have unmet environmental needs for which remedies have been delayed due to the current economic climate. These needs include, but are not limited to invasive

vegetation management, erosion control, trail restoration and construction, and campground restoration.

- San Diego: low income families in Imperial County (e.g. Brawley, El Centro), San Diego, and Northern San Diego County need home weatherization services.

All of these areas have unmet employment and skills training needs. In addition, young adults, especially those from communities of color face increasing economic and social barriers that prevent them from obtaining or accessing the education and employment opportunities needed to break from the cycle of poverty and/or incarceration. Many are easily influenced by negative forces such as drugs and gangs. Even in communities of perceived affluence/opportunity, risk factors are plenty. For example, currently Sonoma County is home to nearly 4,000 documented gang members that make up at least 40 different gangs. The youth corps AmeriCorps model expands opportunities for disadvantaged young adults through engaging them in service to their communities and by providing education, job training, career-building and other support services such as counseling. The green jobs industry can provide future job opportunities for disadvantaged young adults to overcome economic and social barriers. Youth conservation corps link training, education and service which prepares participants adults for entrance into for this up and coming employment sector. Youth conservation corps provide the green jobs pathway.

For low income home weatherization/energy efficiency, the CCC and Local Conservation Corps will partner with local entities that will identify, screen and prioritize low income and disadvantaged (e.g., elderly, disabled) residents as potential service beneficiaries. These entities will include agencies that have specific expertise in facilitating a fair referral and selection process that ensures the residents with the highest needs benefit from this services. Local entities may include Community Service Department (CSD) and Workforce Investment Act (WIA) funded local non-profit agencies such as Central Coast Energy Services, local providers of federal and state housing programs, and utility companies.

The CCC and Local Conservation Corps will coordinate with natural resource management agencies to identify specific projects that address the greatest natural resource conservation deficiencies. Natural resource professionals will request services based on local community needs identified through their departments' project prioritization processes. Also included in identifying specific projects and type of need to be addressed is each agency's capacity and readiness to engage medium-sized crews of unskilled laborers in meaningful service that achieves intended results.

### ***Description of Service Activities and Member Roles***

The Program Implementation timeline is as follows:

- April to June 2009 - Program planning, subcontracting with Local Conservation Corps, and member recruitment and selection;
- July 1 to August 1, 2009 – Member hire, orientation and project initiation;

- July -August 2009 – Project implementation, reporting and ongoing member training and development;
- June 30, 2010 – Program End Date.

**The AmeriCorps TOOTH Recovery Program, also known as the California Energy and Environmental Conservation Recovery Corps (CEECRC)**

is a collaborative effort of the CCC and three non-profit Local Conservation Corps, who, along with and Federal, State, local and private partners will improve energy efficiency in low income communities and restore California's public lands. This program will provide green jobs pathways out of poverty for young adult members ages 18 to 25 through pre-apprenticeship-type crew-based green workforce development opportunities, providing the following services:

1. Low income home weatherization: members improve the "building envelope" by repairing, replacing, and installing windows, doors, roofing, ducts, insulation, weather-stripping, lights heating, ventilation and cooling (HVAC) systems, energy-efficient appliances, water heaters, low-flow toilets and showerheads, and photovoltaic panels. In addition, members may perform energy audits to assist in weatherization planning and assist residents with conservation awareness that will contribute to lower energy use and cost.
- Five CCC crews of 10 full-time members will serve full time, providing weatherization services at the following locations:
    - CCC Monterey Bay Operations (Salinas, Watsonville, San Jose and surrounding communities) – two crews
    - CCC Los Angeles Operations – one crew in the City of Los Angeles
    - CCCSan Diego Center Operations – two crews serving Northern San Diego County, San Diego County, and Imperial County (e.g. Cities of Brawley and El Centro)

Members will receive extensive technical and on-the-job training from non-profit agencies such as California Department of Community Services Development (CSD) funded local non-profit agencies (e.g., Central Coast Energy Services), community action agencies, and utility company partners. These entities will also screen service recipients.

- One San Jose Conservation Corps and Charter School (SJCC&CS) crew of 12 part-time members (full-time on alternating weeks; service weeks alternate with high school<sup>1</sup> attendance) will provide weatherization and photovoltaic (solar) panel installation services to homeowners living in the low-income area of east San Jose. SJCC&CS received a grant from the U.S. Department of Housing & Urban Development for weatherization and green energy projects. The City of San Jose's Housing Department's

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<sup>1</sup> Note that All San Jose Conservation Corps & Charter School members will be over 18 and are non-traditional high school students (adults returning to high school after having previously dropped out). Their high school attendance will take place outside of AmeriCorps service hours during weeks they alternate with service.

Home Preservation Program will provide some material to low income homeowners (insulation and solar panels). PG & E and Solar City will provide technical support. Income will be verified via tax returns to determine eligibility to receive services.

2. Public Lands Natural Resource Conservation: this includes fuel load reduction, habitat restoration and maintenance, invasive plant removal, trail construction, maintenance and rehabilitation, fuel load reduction, flood risk mitigation, landscaping, park maintenance, public access restoration and stream, river, and watershed restoration.
  - One CCC crew of 15 full-time members will provide services in the eastern Inland Empire desert region. Members will restore habitat, build and restore trails, and renovate campgrounds in the Joshua Tree National Monument, Mojave National Preserve, and other environmentally sensitive public lands. Crews will serve approximately 40 hours per week with the exception of State of California furlough days (an average of two per month), when the crew supervisor will be unavailable.
  - One Conservation Corps North Bay (CCNB) crew of 10 full-time members will provide valuable services for public land management agencies in Sonoma County, including revegetation installation (planting and mulching) and maintenance (weeding, mulching, watering), erosion control, exotic plant removal, and ditch, channel and drain restoration and maintenance. Partnering agencies include the Sonoma County Water Agency and Sonoma County Agriculture and Open Space District
  - One San Gabriel Valley Conservation Corps crew of 6 full-time members will provide important services for public land management agencies including the United States Forest Service Angeles National Forest in the San Gabriel Valley area, including trail identification, GPS mapping, restoration, construction, and maintenance, as well as planting native species and restoring unauthorized trails to their natural state.
  - One SJCC&CS crew of 20 part-time members (full time on alternating weeks; service weeks alternate with high school attendance) will perform various public land projects that include park maintenance, trail restoration/building, fire and flood mitigation, and vegetation management in the City of San Jose, County of Santa Clara, and land managed by the Santa Clara Valley Water District.

The program design involves a crew-based structure, where six to 15 members work under the continuous direct supervision of a CCC or Local Conservation Corps professional crew supervisor. Weatherization and energy efficiency projects often involve splitting larger crews into three to five member units to weatherize homes under the direct supervision of the local non-profit sponsor's technical experts. The CCC crew leader will serve as a liaison between the CCC and the non-profit. AmeriCorps members will work full days, typically four to five eight hour days each week. In cases where crews need to work in remote locations (i.e., the CCC Inland Empire crew), the crew will 'spike' (camp) and work eight to ten hours per day for eight consecutive days over a two week period.

### ***Measurable Outputs and Outcomes***

Project outcomes will include the following:

- 1,200 low income homes rehabilitated, weatherized, or otherwise made more energy efficient (e.g. photovoltaic panels installed);
- 25 miles of trails constructed or rehabilitated; and
- 77 acres of habitat restored, enhanced, and/or improved.

Associated impacts on the community needs for weatherization/energy efficiency include reduced household energy use and decreased utility bills for low income residents (or utility bills with reduced inflation). Impacts from public lands conservation work will include improvements in habitat as well as safer and greater access for the public and increased public enjoyment of public lands with reduced negative impacts on the local native habitats.

Member development, training and supervision will contribute to achieving desired outcomes in the following ways.

- The initial orientation will provide a strong foundation and introductory technical skills.
- Technical training in weatherization, trail building/rehabilitation, habitat restoration/improvement techniques, and other public lands conservation skills will provide specific skills necessary to for corpsmember crews to successfully complete high quality projects. These trainings will be delivered by the CCC as well as industry and natural resource professionals.
- CCC and Local Corps crews will be led by full-time, professional crew supervisors dedicated 100 percent time to specific crews. These crew leaders will provide mentoring, team-building, member development, motivation, and performance feedback to each individual AmeriCorps member on their crew. These efforts will assist crews in working together to produce high quality outputs and successful project completion within the targeted timeframes.
- Crew supervisors and project partner sponsors will provide additional on the job training in technical skills, leadership, work maturity skills, communication, conflict resolution and other relevant topics.
- CCC and Local Corps operations at each placement site will have a designated project coordinator who will work with the crew supervisors and project sponsor representatives to arrange for additional member training and project oversight.
- CCC and Local Corps project partners will assist in member training and development. These partners will include John Muir Charter School and National University Academy Career Path High School (a Charter School)

- , Community Services Development (CSD)-funded local non-profit entities, utilities, National Parks Service (NPS), and other federal, state, and local public and private entities.

## **MEMBER DEVELOPMENT**

### ***Member Recruitment and Selection***

Recruitment efforts will focus on filling the 81 full-time and 32 part-time AmeriCorps positions with committed, carefully screened 18-25 year old young adults, the targeted age range for current corps programs. Members will be recruited from the local communities in which they will serve to ensure a diverse, representative corps. Tooth Recovery members will likely mirror current corps demographics; approximately 50 percent of CCC and 80 percent of Local Conservation Corps corpsmembers do not have a high school diploma; approximately 70 percent are male and 30 percent of all are female; 65 percent – 70 percent are from “minority” populations, including African-American, Latino, Asian/Pacific Islander, Native American, and Other; approximately 30-35 percent are Caucasian. The Corps’ current populations includes a large percentage of disadvantaged, disconnected, and underemployed young adults, including emancipated foster youth, homeless, and the unemployed – Tooth Recovery recruitment efforts will continue to recruit from these populations.

Local recruitment operations are in place at each Tooth Recovery program operating site, and include waiting lists that range from 40-100 per site. Each site has a designated recruiter and support staff that focuses on recruitment. CCC operational sites are supported by a central Recruitment Unit that coordinates and supports local recruitment efforts. Local recruitment outreach efforts will occur through high schools and community colleges, community-based organizations serving at-risk youth, job fairs, community events, Craig’s list, corps websites and word-of-mouth. In some cases, local Workforce Investment Boards (WIBs) will help identify potential young adults for participation in the program. A position duty statement will be developed for each member position (weatherization, trail construction, and environmental conservation work) and will be used as part of the recruitment and selection process.

The recruitment process will include an initial group orientation, followed by a first and second interview. Interview panels will include the local recruiter and AmeriCorps Coordinator, and service site sponsors where possible. Recruits will be selected for the program on the basis of motivation for hard work/service, personal development and public service. Desirable qualifications include an interest in working to improve the environment and in the outdoors, and interest in or familiarity with hand tools and light construction, and able to work on crew comprised of diverse young adults in demanding situations.

Members must be a legal permanent resident of the United States, have a valid photo identification, original Social Security Card, and proof of citizenship or permanent resident status. They must provide a copy of their High School Diploma or GED (if applicant has one), must not be on formal/supervised probation and have no violent crime convictions and no convictions for drug cultivation, manufacturing, distribution, trafficking, possession with intent

to sell or felony possession. Members must have no pending court actions, and must pass a pre-employment drug test and pre-employment physical examination. Screening and selection of members will include state Department of Justice (DOJ) background checks, a physical examination, a drug test, and a National Sex Offender Public Registry check. Documentation will be maintained for all background checks in the member file. Local Corps operational sites may use an alternative process to the DOJ background check. All recruits will provide a written application and will provide the appropriate documentation for AmeriCorps program eligibility. This documentation will be maintained in the member file.

### ***Member Training***

**Pre-Service Orientation and Training** - All Tooth Recovery members will receive a one week classroom and hands-on orientation that will address program participation expectations, policies and procedures; team-building activities, soft and hard skill training. The orientation will include pre-hire activities including uniform issue, drug test, physical exam, and hire paperwork. Other topics include introduction and background on AmeriCorps and Corps programs, Tooth Recovery program services and desired outcomes, basic safety training, conflict resolution, tool orientation, First Aid and CPR, goal setting, introduction to conservation awareness, sexual harassment, and physical training. The member handbook will be thoroughly reviewed during the first week orientation.

**On-going Training** - A second week of service-specific training in home weatherization and minor home repair, photovoltaic installation, trails maintenance and construction, or habitat rehabilitation will follow the program orientation. In some cases this training will occur as part of the on-going training that members will receive.

Home weatherization and minor home repair training will be provided through a Community Services Department (CSD)-certified training provider, and with CSD-certified curriculum. In most cases, the training will be provided at the CSD or utility-sponsored training locations, including in Stockton and San Bernardino. Local in-house training will be provided when the training sites are unavailable. Training shall include: Health and Safety Environmental Hazards training, introduction to and basic weatherization training, duct leakage/blower door diagnostic training, and combustion appliance safety training. Materials to support his training include CSD-provided materials, including the Conventional Home and Mobile Home Weatherization Manuals, and the Low-Income Weatherization Assistance program policies and procedures Manual.

Trails maintenance and construction training will include an Introduction to Trail Maintenance and Construction, Spike Camp Operations, and Trail Maintenance, and will address the following core and technical competencies:

1. Introduction to Trail Maintenance & Construction
  - a. Core Competencies
    - i. Demonstrates the ability to effectively participate in a team environment.
    - ii. Is able to identify and discuss trail project goals.
    - iii. Displays the ability to recognize and propose solutions to erosion issues.



- b. Technical Competencies
    - i. Demonstrates proper use of hand cutting tools, grubbing tools and earth-moving tools.
    - ii. Accurately identifies the various features of a completed trail.
    - iii. Uses typical fire line methods for trail construction.
- 2. Spike Camp Operations
  - a. Core Competencies
    - i. Demonstrates personal preparedness for spike project assignment.
    - ii. Knows spike camp rules.
    - iii. Demonstrates behavior required to maintain sanitary conditions in a spike kitchen.
    - iv. Actively participates in the shared responsibilities of a spike camp community.
  - b. Technical Competencies
    - i. Demonstrates the proper way to set-up and use a 3-tub dishwashing station.
    - ii. Designs a low impact living spike camp.
    - iii. Follows proper procedure for wildlife sightings.
    - iv. Demonstrates the ability to erect camping tents.
- 3. Trail Maintenance
  - a. Core Competencies
    - i. Is able to determine the appropriate erosion control method for specific situations.
    - ii. Is able to determine appropriate grade limits for various trail user groups.
    - iii. Is able to follow ADA specifications when building accessible trails.
  - b. Technical Competencies
    - i. Performs appropriate brushing or clearing procedures on fast-growing plants, noxious plants and preferred species.
    - ii. Demonstrates the protective actions required (gear and conduct) for common safety hazards encountered during trail maintenance operations.
    - iii. Demonstrates the ability to use common hand tools for trail maintenance
    - iv. Demonstrates the ability to excavate at the appropriate depth for a site archeologist.

Other on-going training will focus on modules in career development and job search training, conservation awareness, cultural diversity, defensive driving, volunteerism and civic participation, and leadership training. Training modules for these topics have been developed by the CCC and local corps.

Habitat restoration training will include an orientation to job site, basic tool training, chain saw training, chipper training and certification, re-vegetation training, erosion control, drain maintenance training, fence repair and basic facilities restoration, vegetation management, and safety training.

Corpsmembers without a high school diploma will be required to attend high school courses provided through the John Muir charter High School or another local corps charter school. High school attendance will occur during non-paid/service time. Members will receive monthly performance evaluations to help them reflect on their service and work performance, promote their personal development while receiving feedback from their supervisor. Total orientation and training time for members will not exceed 20percent of their total hours.

### ***Member Support, Retention and Recognition***

Low income home weatherization members will work in small crews -2-4 members- with direct supervision provided by the local home weatherization community action agency sponsor. Corps will provide a staff liaison to coordinate and oversee corpsmember participation, including attendance, corpsmember discipline, monthly evaluations, transportation and other support needs. Low income home weatherization technical supervisors will receive a two-hour pre-service orientation to the Tooth Recovery Program. Trails and Habitat Restoration crews will receive direct supervision from Corps-employed supervisors.

Members at each Tooth Recovery program operational site will meet on a weekly basis for at least 4 hours to address training and member support needs. Member support services will include access to on-site and state Employee Assistance Program counseling, and referral assistance to address various living issues, including housing, transportation, food and nutrition, and legal issues. Participation in Corps community meetings will provide members the opportunity to meet and interact with other corps members not part of the AmeriCorps program. These meetings will help develop an esprit d' corps, sense of unity and purpose with other members. Member service terms will begin with an AmeriCorps swear-in ceremony and will conclude service with a graduation ceremony. Respected dignitaries from the Corps and local community will provide keynote speeches to help members better understand and appreciate the importance of their service.

## **ORGANIZATIONAL CAPABILITY**

### ***Ability of Legal Applicant to Provide Sound Programmatic and Fiscal Oversight***

Created in 1976 and modeled after the 1930s Civilian Conservation Corps, the California Conservation Corps is a state department that engages primarily disadvantaged youth in meaningful service opportunities, completing over 1,000 service projects for more than 280 local, state and federal agencies annually. A majority involves public lands conservation and restoration projects such as fuel load reduction, habitat restoration, trail work and watershed restoration. The CCC and local conservation corps programs are a predecessor to AmeriCorps, and their similarities are well-known.

The CCC currently administers 4 AmeriCorps programs (the Watershed Stewards Program, Backcountry, Youth Serve, and the TOOTH Program) and is a subgrantee for the Corps Network

AmeriCorps EAP (Education Award Program). One of the participating local conservation corps, Conservation Corps North Bay, manages an AmeriCorps program and all local corps also participate in the Corps Network Education Award Program (EAP). The CCC recently participated in and OIG AmeriCorps audit of its Corps Network EAP and received no audit findings. With such familiarity of AmeriCorps programs, the Corps has program staff at CCC headquarters and at each operating site who understand the AmeriCorps provisions, program and fiscal administration requirements. The CCC's Budget and Accounting Units are familiar with tracking and reporting AmeriCorps fiscal activities and have tried and true fiscal and program reporting systems in place. The CCC currently administers contracts and grants with the 12 local conservation corps programs and thus will be able to easily implement local corps AmeriCorps contracts.

In 1997, the CCC initiated the Weatherization and Energy Efficient Rehabilitation (WEER) Program, jointly administered by the CCC and California's Department of Community Services Development (CSD), which provided funding and guidelines to local CBOs. The program employed up to 200 corpsmember positions annually. Federal WEER funding (granted through the CA Public Utilities Commission) was discontinued in 2001/2002. The CCC's WEER program sponsored by Coastal Energy Services (Watsonville, CA) continues its operations, providing services in 3 counties and is prepared for growth.

The Corps' have over 30 years experience preparing crews to perform effective service. Technical training and supervision and project coordination are provided by Corps staff and federal, state, and local public and private partners. The CCC and local corps have a demonstrated record of ramping-up quickly. In March 2009, they became one of the first organizations to engage corpsmembers in federal stimulus-funded jobs through partnerships with the US Forest Service.

### ***Well-defined Roles for Staff and Administrators***

The Tooth Recovery Program will be administered by the California Conservation Corps Program Development and Support Division in Sacramento, California. Tooth Recovery program oversight will be the responsibility of CCC Program Coordinator and Manager of the Corpsmember Development and Special Projects Unit, Kris Escarda, who served for 8 years as the Director of Straight Up AmeriCorps and Watershed Stewards Project (WSP). Kris's supervisor, Brad Duncan, has 16 years of AmeriCorps experience, having developed and directed 7 different AmeriCorps programs. Additional staff support will be provided by professional staff members within the CCC Corpsmember Development and Support Division. Each CCC and local corps operational site requested to participate in the program, and has committed its resources to ensuring the program is delivered in quality fashion. Each operational site will have a designated program coordinator who will coordinate member recruitment and selection, training and support, service activities, and reporting. Each crew will be supervised by a crew supervisor who will be responsible for overall crew performance. Program oversight will also be provided locally by the Center Directors at each operational site. Each Tooth Recovery operational site will develop an MOU with each project/service sponsors.

These sponsors, i.e. program partners, provide the host site service opportunities for members, help provide training to members, and also provide cash in-kind support for the program.

Tooth Recovery staff training will be facilitated by CCC headquarters. The Tooth Recovery Program Manager and Program coordinator will attend an AmeriCorps 101 training prior to program start-up, and will provide an initial 1-2 day, face-face AmeriCorps 101 training to local program coordinators from each operational site in early July. Weekly program training conference calls will be held the month prior to start-up through the first month of the program, after which monthly conference calls will become the modus operandi. A second face-face training will be provided mid-year to discuss program progress and continuous improvement.

***Ability of Program Partnership and/or Intermediary to Provide Sound Programmatic and Fiscal Oversight and Management***

Tooth Recovery operational sites were selected based upon their interest and ability to create new AmeriCorps service opportunities and develop the match funding necessary to make the program fiscally whole. The selection process required each of the operational sites to provide a summary of their program development and implementation plans, including a description of service activities and partners, match funding secured and/or likely, and member recruitment, selection, training and support. Program monitoring of the operational sites will build upon current monitoring and support responsibilities which include corpsmember development programs, Proposition 84 Bond program grant administration, the Corps Network EAP AmeriCorps program, the CCC scholarship program, the state Parks Trails Partnership, and local corps certification and grant administration. For the local corps operational sites, the CCC will develop and administer a subcontract which will describe all program, fiscal, and reporting terms and conditions. Local corps will be required to implement an AmeriCorps-coded tracking system for all program and fiscal activities and expenses. Similarly, a CCC operational site agreement will be developed with each CCC site. CCC service activities will be assigned a unique tracking number and monitored through weekly submission of crew activity reports, a process that is currently used for tracking all CCC projects. The Program Coordinator will work with existing internal accounting and reporting tracking systems to maintain separate accounting for all CCC operational site activities. All local program partners will participate in at least a 2 hour program orientation. An Interagency Agreement (IA) or Memorandum of Understanding (MOU) will be developed with each key program partner, including projects sponsors and other organizations that are committing cash or in-kind resources to the project.

***Plans or systems for self-assessment, evaluation, and continuous improvement***

Quarterly program reports will be required of all sites. These reports will be modeled on WBRs program reports. These reports will be reviewed and analyzed and necessary improvement steps will be implemented based on the program status. The Tooth Recovery Manager and Program Coordinator will provide two site visits at each operational site, within the first two months and in months 9-10 of program operation. These one-day site visits will include a program and fiscal review, including member file check, a review of the administrative systems that are in place, a project visit, and meetings with members and sponsors. A site visit summary

will be provided to each operational site. Operational sites will develop local reporting requirements with key program partners. These requirements will be delineated in the MOU or IA.

Technical assistance for the program will be secured through a variety sources, including the following: CA Community Services Development Department for low income home weatherization services; the CCC State Parks Trails Partnership program coordinator for trails training for members; current CCC AmeriCorps program coordinators at the Youth Serve and Watershed Stewards programs for program administration technical assistance.

## **COST-EFFECTIVENESS AND BUDGET ADEQUACY**

### ***Diverse Non-Federal Support (Matching Funds)***

Operational sites will generate non-CNCS funds through new and existing partnerships with federal, state, and local public entities. Cash match will come from partial (cash) reimbursement for services and in-kind match will be provided by Corps and project sponsors. The Department of Community Services and Development (CSD) has committed in-kind match on behalf of their locally-based community action agencies and Low Income Home Energy Assistance Program (LIHEAP) providers. Low income home weatherization operational sites will receive in-kind and cash match through their local partnerships with CSD funded community action agencies and LIHEAP providers. Funding for these entities flows from the US Department of Energy and the Department of Health and Human Services through the CSD to the local community-based agencies that are contracted to provide low income home weatherization services. Local funding for home weatherization is secured at two locations (Monterey Bay Operations and San Jose Conservation Corps and Charter School) and negotiations are still underway with local partners at two other sites (CCC San Diego and CCC LA). Approximately \$200,000 in local match funding has been secured through the National Park Service (Joshua tree National Monument) for the trails component of the Tooth Recovery. Additional cash match is expected through Mojave National Park. Cash match for Tooth Recovery program habitat restoration services has been secured at CC North Bay through the Sonoma County Water Agency and Sonoma County Agriculture and Open Space, at San Gabriel Valley Local Corps through the US Forest Service (\$250,000). In addition, three CCC operational sites are participating in Governor's Green Job Corps Initiative proposals and if selected for funding, will receive significant cash and in-kind matching funds (that matching amount is not shown in the current budget).

### ***Budget Adequacy***

The \$16,000 per MSY, when combined with matching funds and current program resources, will adequately support the delivery of a quality AmeriCorps program – one that meets the needs of the local communities served and the members that provide the service.

# 09-10 **RECOVERY** PERFORMANCE MEASUREMENT WORKSHEET

Program: **AmeriCorps TOOTH Recovery**

PM Title: **Housing Rehabilitation (Energy Efficiency)**

Program Start Date: **July 1, 2009**

Total Member      x 300 =      x 450 =

     x 675 = 12 x 900 =

50 x 1700 =

Total hours = **95,800**

Use one column for each output or outcome. Copy and paste this worksheet for additional performance measures as needed.

Creating Performance Measures		Select one: <input checked="" type="checkbox"/> <b>OUTPUT</b> or <input type="checkbox"/> <b>OUTCOME</b>	Select one: <input checked="" type="checkbox"/> <b>OUTPUT</b> or <input type="checkbox"/> <b>OUTCOME</b>	Select one: <input type="checkbox"/> <b>OUTPUT</b> or <input checked="" type="checkbox"/> <b>OUTCOME</b>
1	Identify the <b>Result</b> you expect to achieve. This is a short pithy statement [i.e., Increase academic skills; or Increase recycling awareness, etc].	Existing homes and structures will be <b>rehabilitated, weatherized or made more energy-efficient.</b>	Existing homes and structures will be made <b>more energy-efficient [through the installation of photovoltaic (solar) panels].</b>	Homes weatherized or made more energy efficient will meet or exceed quality standards as determined by weatherization professionals.
2	<b>Indicator</b> —what will the community <u>look at</u> to gauge progress toward the result? THIS IS <b>NOT</b> THE INSTRUMENT!!!	The <b>number/percent of homes rehabilitated, weatherized or made more energy efficient</b>	The <b>number/percent of homes rehabilitated, weatherized or made more energy efficient</b>	The <b>number/ percent of homes rehabilitated, weatherized or made more energy efficient will meet or exceed quality standards as determined by home weatherization professionals.</b>
3	<b>Amount of Service</b> —answer each of the questions for a. thru e. These numbers apply only to this PMW. Please do not change the format.	a. # of Members: <u>50 FT, 12 PT</u> c. Days per week: <u>4 TO 5</u> e. Total member hours for this activity: <u>74,640*</u> b. Hours per day: <u>8</u> d. Duration or interval: <u>33 to 41 weeks (32 to 40 hours per week); 18 40-hour weeks for 900 hour PT</u>		
4	<b>Participant</b> information—provide information for a thru c. Describe “high need” population. Be specific—“at risk” is not enough. Describe how you select beneficiaries to receive your services—who or what will receive service.	a. # of direct beneficiaries you expect to serve: <u>1,200</u> b. High need target population: <u>Clients of CA Community Services Department (CSD) local non-profit grantees</u> c. Describe the participant/beneficiary selection process [not the referral process—but how you select from the referrals] : <u>Partnering non-profit and public agencies will recruit, select and prioritize low income, disabled, and elderly residents for home weatherization services based on their criteria and prioritization processes. San Jose Conservation Corps and Charter School will verify income of homeowners/residents tax returns to confirm their qualifications to receive weatherization services and/or solar panel installation services.</u>		
5	<b>Activity</b> —Describe how your members will achieve the result. Explain exactly what <u>members</u> will be doing. Give a clear picture of member activity.	Five CCC crews of 10 members will weatherize homes for low income residents. This involves improving the “building envelope” by repairing, replacing, and installing windows, doors, roofing, ducts, insulation, weather-stripping, lights heating, ventilation and cooling (HVAC) systems, energy-efficient appliances, water heaters, low-flow toilets and showerheads, and photovoltaic panels. In addition, members may perform energy audits to assist in weatherization planning and assist residents with conservation awareness that will contribute to lower energy use and cost. SJCC&CS will provide weatherization services (primarily insulation installation) and photovoltaic (solar) panel installation services to low income homeowners living in the East San Jose area.		
6	Measurement—What <b>data</b> and <b>instruments</b> will be used to measure indicators? Even if you will be reporting on the national website, you will still need to have an instrument to collect data.	[1] <u>Weekly Work Accomplishments (CCC151) forms to collect data on <b>number of homes weatherized or made more energy efficient.</b></u>	[1] <u>Weekly Work Accomplishments (CCC151) to collect data on <b>number of homes made more energy efficient through the installation of photovoltaic panels.</b></u>	[1] <u>Project Completion Reports (CCC 45) to collect data on <b>percentage of homes weatherized or made more energy efficient that meet quality standards as verified by project sponsor weatherization professionals.</b></u>
7	State the <b>targets</b> you expect to meet.  <b>Output Targets are simple tallies and counts</b>  <b>Outcomes Targets have 4 components:</b> [1] % of people/things that changed [2] What changed [3] Amount of the change	<input checked="" type="checkbox"/> This is a CNCS defined target <input type="checkbox"/> This is a program defined target Year 1: <u>1,200 homes will be rehabilitated, weatherized or made more energy efficient.</u>	<input type="checkbox"/> This is a CNCS defined target <input checked="" type="checkbox"/> This is a program defined target Year 1: <u>ECO Rating Index increased; 7 homes will be made more energy efficient through installation of photovoltaic panels.</u>	<input type="checkbox"/> This is a CNCS defined target <input checked="" type="checkbox"/> This is a program defined target Year 1: <u>70% of the 1,200 homes weatherized or made more energy efficient will receive a rating indicating the work meets or exceeds the standard for quality.</u>

\* The remainder of the member hours will be dedicated to training and recognition (20 percent of service hours), and National Service Day activities (est. five 8-hour days).

# 09-10 **RECOVERY** PERFORMANCE MEASUREMENT WORKSHEET

Program: AmeriCorps TOOTH Recovery

PM Title: Natural Resource Conservation

Program Start Date: July 1, 2009

Total Member      x 300 =      x 450 =

     x 675 = 20 x 900 =

31 x 1700 =

Total hours = 70,700

Use one column for each output or outcome. Copy and paste this worksheet for additional performance measures as needed.

Creating Performance Measures		Select one: <input checked="" type="checkbox"/> <b>OUTPUT</b> or <input type="checkbox"/> <b>OUTCOME</b>	Select one: <input checked="" type="checkbox"/> <b>OUTPUT</b> or <input type="checkbox"/> <b>OUTCOME</b>	Select one: <input type="checkbox"/> <b>OUTPUT</b> or <input checked="" type="checkbox"/> <b>OUTCOME</b>
1	Identify the <b>Result</b> you expect to achieve. This is a short pithy statement [i.e., Increase academic skills; or Increase recycling awareness, etc].	Habitat will be improved, restored and protected (e.g., invasive plants removed, native plants installed, erosion control, fuel load removed, flood control).	Trails will be constructed and restored.	Habitat and trail conservation/restoration projects will meet or exceed quality standards as determined by natural resource professionals.
2	<b>Indicator</b> —what will the community <u>look at</u> to gauge progress toward the result? THIS IS <b>NOT</b> THE INSTRUMENT!!!	The <b>number/percent of acres improved, restored, maintained, and/or conserved</b>	The <b>number/percent of trail miles constructed or restored</b>	The <b>number/ percent of projects that meet or exceed quality standards as determined by natural resource professionals.</b>
3	<b>Amount of Service</b> —answer each of the questions for a. thru e. These numbers apply only to this PMW. Please do not change the format.	a. # of Members: <u>31 FT, 20 Pt</u> c. Days per week: <u>4 TO 5</u> e. Total member hours for this activity: <u>55,320</u> b. Hours per day: <u>8</u> d. Duration or interval: <u>33 to 41 weeks (32 to 40 hours per week); 18 40-hour weeks for 900 hour PT</u>		
4	<b>Participant</b> information—provide information for a thru c. Describe "high need" population. Be specific—"at risk" is not enough. Describe how you select beneficiaries to receive your services—who or what will receive service.	a. # of direct beneficiaries you expect to serve: b. High need target population: c. Describe the participant/beneficiary selection process [not the referral process—but how you select from the referrals] : <b>Natural resource public land management agencies will identify, prioritize and select the most needed natural resource conservation projects.</b>		
5	<b>Activity</b> —Describe how your members will achieve the result. Explain exactly what <u>members</u> will be doing. Give a clear picture of member activity.	<b>31 full –time and 20 part-time members will maintain, restore, conserve, and improve natural resources on public lands. Specific services will include but not be limited to the following: habitat restoration; invasive plant removal; native plant installation and maintenance; erosion control; flood control risk mitigation (e.g., ditch and channel clearance, erosion control); landscaping; fuel load removal; public access area restoration (e.g., parks, campgrounds); trail mapping, restoration, construction, and maintenance; and stream, river and watershed restoration and maintenance.</b>		
6	Measurement—What <b>data</b> and <b>instruments</b> will be used to measure indicators? Even if you will be reporting on the national website, you will still need to have an instrument to collect data.	1] <u>Weekly Work Accomplishments (CCC151)</u> to collect data on <u>number acres of habitat conserved, restored or protected.</u>	1] <u>Weekly Work Accomplishments (CCC151)</u> to collect data on <u>number trail miles constructed or restored.</u>	1] <u>Project Completion Reports (CCC 45)</u> to collect data on <u>percentage of conservation projects that that meet quality standards as verified by natural resource professional project sponsors.</u>
7	State the <b>targets</b> you expect to meet.  <b>Output Targets are simple tallies and counts</b>  <b>Outcomes Targets have 4 components:</b> [1] % of people/things that changed [2] What changed [3] Amount of the change	<input type="checkbox"/> This is a CNCS defined target <input checked="" type="checkbox"/> This is a program defined target Year 1: <b>77 acres of habitat will be improved, restored and protected.</b>	<input type="checkbox"/> This is a CNCS defined target <input checked="" type="checkbox"/> This is a program defined target Year 1: <b>25 miles of trails will be constructed and restored.</b>	<input type="checkbox"/> This is a CNCS defined target <input checked="" type="checkbox"/> This is a program defined target Year 1: <b>70% of the habitat and trail conservation projects will receive a rating indicating the work meets or exceeds the natural resource professional's standard for quality.</b>

\* The remainder of the member hours will be dedicated to training and recognition (20 percent of service hours), and National Service Day activities (est. five 8-hour days).